



# PRESIDENT'S REORGANIZATION PROJECT

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FEDERAL PERSONNEL MANAGEMENT PROJECT  
C/O U.S. CIVIL SERVICE COMMISSION  
1900 E STREET, N.W.  
WASHINGTON, D.C. 20415

September 15, 1977

TO: HEADS OF DEPARTMENTS AND AGENCIES

On September 8, 1977 we sent to you Option Paper 1, covering the following topics in Federal personnel management: equal employment opportunity, staffing, appeals and performance evaluation. We are now sending you Option Paper 2, covering the roles, functions, and organizations for Federal personnel management, and Option Paper 3, addressing the composition, dynamics and development of the Federal work force.

Option Paper 2 deals with the organization of the Federal Government for personnel management. The points covered will have an impact on management and organization of the Government generally as well as the personnel functions as such. The issues and options concern such tasks as establishing personnel policies, enforcing merit system rules and regulations, carrying out labor-management relations, assuring equal employment opportunity, considering appeals from employees and applicants, and others.

Option Paper 3 covers a variety of issues in the broad areas of the make-up and management of the Federal work force, such as workforce planning, measuring and encouraging productivity in the Federal work force, and similar matters. It also covers training and development of Federal employees, supervisors, managers, and executives.

As with Option Paper 1, we are giving these Option Papers a wide distribution to Federal agencies and to the Federal Executive Boards. Copies of the Option Papers are being sent directly to all personnel directors through the Interagency Advisory Group. In departments that are a part of the Working Group of the Project, we are sending a copy directly to the member of the Working Group who represents the department. The Working Group will meet on September 27 to discuss this paper, and the members will be expected to express views that approach a consensus of the department or agency at the meeting.

Others who will be receiving copies of these Papers for review and comment are unions, veterans groups, equal employment opportunity and civil rights groups, citizen groups, public interest groups, professional associations, academic and research institutions, business groups, and interested individuals. Our goal in providing such a wide distribution of Option Papers is to get a broad spectrum of viewpoints from organizations and individuals who can help point us toward meaningful recommendations on the subjects covered in these papers.

ON FILE OMB RELEASE  
INSTRUCTIONS APPLY

MORI/CDF Pages 1-3

EXECUTIVE OFFICE OF THE PRESIDENT • OFFICE OF MANAGEMENT AND BUDGET

We are particularly interested in receiving your comments on these Option Papers. Please send your comments by Monday, October 3, 1977 to Dwight Ink; Executive Director, Personnel Management Project, in care of the U.S. Civil Service Commission, 1900 E Street, NW, Washington, D.C. 20415.

#### NATURE AND REVIEW OF THE OPTION PAPERS

These papers do not contain recommendations on any of the subjects which they cover. The purpose of the Option Papers is to describe the issues that the Task Forces have discovered in their studies of these aspects of personnel management, to outline broad policy options that are available, and to discuss some of the factors that would have to be considered in choosing among the options.

Reviewers will also note that, in some instances, a single subject is treated in more than one Option Paper. For example, some staffing and equal employment opportunity issues (Option Paper 1) have an obvious relationship to the composition of the Federal work force (Option Paper 3).

We welcome comments on any aspect of these Option Papers. However, because of the different natures of Option Papers 2 and 3, we would like to suggest two different approaches in framing your comments on the papers.

#### Option Paper 2

Due to the complexity of the organizational proposals outlined in this paper, we ask that you help us simplify the analysis by responding in the following manner, if possible:

1. For the issues that are outlined in the paper, indicate:
  - a) Which option(s) you prefer, in what order, and briefly, the basis of your preferences;
  - b) Which option(s) you oppose, or are neutral about, and briefly why;
  - c) If, in addition, you recommend a different or modified option, briefly describe it and why you prefer it.
2. If there are issues or options that you prefer which have not been included in the paper, please respond concisely in whatever form you believe is appropriate.

Option Paper 3

You may find the following types of questions useful in focusing your review of Option Paper 3:

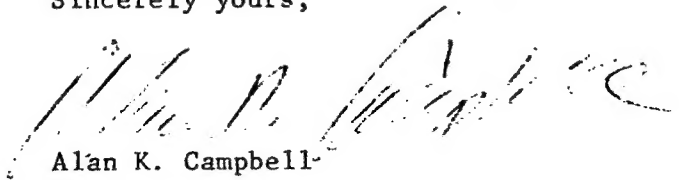
- Does the paper describe the real problems and issues in the subject areas covered, or does it neglect some issues that are of great importance?
- Are the problems and issues described accurately, or not?
- With respect to specific issues, does the paper present the options that should be presented, or are some essential options excluded?
- What options would you prefer to see adopted, and why?

To assist you in your review, all of the issues and options contained in Option Paper 3 have been presented in a tabular format at the front of the paper.

Again, please do not feel limited to the issues and options presented in the papers. If you or your colleagues can describe approaches other than those outlined, we will welcome them.

We appreciate your help and cooperation with this Project.

Sincerely yours,

  
Alan K. Campbell  
Chairman  
Personnel Management Project

  
Wayne Granquist  
Vice Chairman  
Personnel Management Project

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